

REMARKS OF
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AT THE
TWELFTH ORIENTATION COURSE

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Six months ago I addressed the Tenth Agency Orientation Course. I then gave my impressions of CIA as it looked to me after a very short period as a part of the Agency. It has been a useful and necessary exercise on my part to take stock after six months, and maybe you too will be interested in the results. So, let us take another look at those first impressions to see how, if at all, they have changed.

At the time of that previous talk last May, I had actually been a full-fledged official of CIA only a matter of days, although before being sworn in, I had spent about two months being briefed by individuals from all parts of the various elements of the Agency. I pointed out that I had been struck by the great devotion to duty displayed by all of those to whom I had talked in CIA, and remarked on the absence of "clock watchers" and people just filling in time. My closer association with the people in CIA has reinforced that first impression. It has confirmed to my satisfaction their unusually high motivation. I don't believe that I have ever seen a group more dedicated to the tasks that face them and more selfless in their desire to serve and get their jobs done. Their willingness to work as long as necessary to complete the assignment that is before them, to revise and refine, time after time, in order that the product shall represent the very best of which they are capable; that is the good, solid foundation that this Agency has developed and it will permit continuing development throughout the coming years.

As the Old-Timers among you will know, CIA has had its full share of reorganizations. In 1952 we had our last major reorganization--the one that put in their present form the components of the Agency with which you are familiar: the DD/P, the DD/I, and the DD/A, the Office of Training and the Office of Communications. We have now lived with this organization for over a year, and while there have been necessary minor changes and adjustments, it has proved itself to be sound and workable. It is unlikely that there will be any major upheavals in the foreseeable future. There will, however, be changes. We cannot stagnate. Once we settle down and say, "This is perfect and no further improvements can be made," then we have come to a standstill and have lost the ability to grow and progress. What is even more important, the Director and I are very much aware that there are weaknesses which

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only careful administrative readjustments and better practices can do away with, and we intend to take all the steps that we can to secure their correction. We can, therefore, expect to see minor changes here and there in both organization and administration.

Looking back again to what I said last May, I voiced my enthusiasm about taking over my job. I looked upon it as a most important job, one that presented a tremendous challenge. With six months of it behind me, dealing intimately with the problems of this Agency and working closely with its members, I can see very clearly that "I didn't know the half of it." This is an organization that deals with many facets of government activity. The straight intelligence side I had been familiar with for years as Director of Intelligence for the Air Force, and as Director of the Joint Staff. It is an activity that has long interested me very much. The special operations side was one with which I was almost completely unfamiliar, but about which I am learning more and more as time goes on. It is impossible to stress too strongly the importance of accurate and timely strategic intelligence. The decisions reached by the President and the National Security Council must be based on something more than educated guesses. It is our job to produce the necessary information, properly evaluated, which will enable the heads of this government to make important foreign policy decisions. That intelligence must be scrupulously worked up to ensure its accuracy. Furthermore, it must be timely. A piece of intelligence otherwise perfectly done and completely accurate is no good, if it arrives too late to be used. As for special operations, I am learning about the infinite care and ingenuity that go into their planning and execution. But then we cannot talk about them!

I am particularly pleased to see the new people of the organization who are coming along to do the work. Originally we had to depend on some of the old hands from OSS, Army, Navy, Air Intelligence, and State to get the "know how" so necessary in intelligence work. We are now, through our own training program, developing new professionally trained officers, both men and women, who are well equipped to join this profession. We have produced, and are continuing to produce, intelligence officers with a combination of training and experience, who can be counted upon to make sound judgments, produce solid intelligence estimates, and carry out effective operations.

We have gone to some lengths to set up a Career Service Board to ensure that our people are most advantageously placed from their point of view and ours, that their service is well rounded, and that they have a chance to develop themselves to the utmost. At the same time an effective Career Service Program will assure those who are best suited to this type of work that, in continuing in it, they will have before them a good solid professional career in government. They will have a

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career of which they can be justly proud, both because of the growing recognition of the significance of their contribution to the national welfare, and because of the inner satisfactions which come from doing a job that one knows to be important. But this career service goal imposes on us, as an Agency, another responsibility: We must be highly selective in our recruitment of new people. The very process of clearing applicants weeds out a great many. It is pretty much the case of "Many are called but few are chosen." Those of you who have been chosen, therefore, represent the cream of the crop, and we already have an investment in you. As such you are a force to be carefully trained and nourished in what has already become the tradition of U. S. Intelligence. And we speak proudly of this developing tradition. Because you have been carefully chosen, you on your side have the responsibility of seizing every opportunity to increase your own fitness for the job that is before you.

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